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ADMINISTRATIVE AND BUDGETARY ASPECTS OF THE FINANCING OF UNITED NATIONS PEACE-KEEPING OPERATIONS: FINANCING OF THE UNITED NATIONS PEACE-KEEPING OPERATIONS

Management of peace-keeping assets: surplus asset storage facilities and mission start-up kits

Report of the Secretary-General

Executive summary

The requirement for revolving reserve stocks has long been recognized and discussed at length. The Secretariat has further developed the idea of maintaining a stock of mission-ready "start-up kits" for use in new or significantly expanding missions. This concept has since been turned into reality following the demobilization of several missions, resulting in a large surplus of material and equipment which, with assistance from the Government of Italy, has been collected at the newly established United Nations Logistics Base in Brindisi. This is the only location currently available that can fully accommodate the kits, as well as the remainder of surplus materials and equipment brought out from the closing missions in Somalia and Mozambique. The Organization expects the end result to be better preparedness and capacity to respond quickly to peace-keeping crises as they arise in the future.

After review of the Secretary-General's initial proposals contained in document A/48/945, the General Assembly, in its resolution 49/233 XIV of 23 December 1994, endorsed the request of the Advisory Committee on Administrative and Budgetary Questions in its related report (A/49/664) that a detailed report be submitted on the development of a reserve stock of mission start-up kits, including "financial and personnel arrangements, cost parameters, legislative justification, issues of ownership and inventory control of stocked equipment, accounting procedures and alternatives for mission start-up kits, as well as the use of the United Nations Logistics Base

in Brindisi for storage and maintenance." The present report is intended to address those issues.

In paragraph 32 of the report below, the General Assembly is requested to confirm its acceptance of the offer of the Government of Italy of the premises in Brindisi; approve the establishment of the United Nations Logistics Base in Brindisi, take note of the mission start-up kit concept as well as the ad hoc financing arrangements for 1995.

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I. INTRODUCTION

1. Since 1991, the United Nations has established numerous large peace-keeping operations for relatively short durations. One result has been the creation of a sizeable surplus of reusable equipment upon closure, which then poses the problem of what to do with it. In 1993, coinciding with the end of the United Nations Transitional Authority in Cambodia (UNTAC) operation, the Organization adopted policies that place the highest priority on retaining surplus assets suitable for further use. The balance is subject to a hierarchy of alternative disposal strategies. Nevertheless, the substantial problem of how best to deal with millions of dollars worth of surplus United Nations assets remains.

2. One method of controlling asset accumulation involves selling any equipment remaining in the mission area at the end of an operation. However, considering the economic conditions prevailing in most host countries, the release of equipment for sale could flood the local markets, leading to a decline in their value and thereby entailing substantial financial losses. Alternatively, if the process of selling the equipment were stretched out over time to avoid flooding the markets, additional expenses for maintaining personnel in the mission area to supervise that process would be required and there would be no way to forecast or guarantee that doing so would yield a positive net return. As another option, international bidders could be solicited to take possession of the equipment in the mission area and transport it out themselves, but as the Organization has no experience with such transactions, it would also be difficult to predict whether this type of disposal would be more cost-effective. Under either of the latter two options, it must be recognized that the Organization's recent experience shows that controlling losses becomes increasingly difficult as the mission winds down, unless valuable equipment is moved out in a timely manner. In at least one recent case, that of the United Nations Operation in Somalia (UNOSOM), conditions at the time the mission was ending were so unsettled as to preclude any such commercial activities.

3. Meanwhile, the Organization has continued to set up new missions and expand existing ones at an average of one every three months. Approximately nine months is required, on the other hand, to complete the financial authorization process and procurement of equipment and supplies initially required to support a mission. To alleviate this time-lag somewhat, the Organization has been able to enter into "requirements (or standby) contracts" for some items (such as computers and communications equipment) to speed up the process, whereby bids are solicited for an indefinite large quantity and a sale price confirmed, to be drawn on as needed. However, this technique cannot be used for purchases so large that they require special manufacturing orders (for items such as vehicles, generators or portable housing), because of the long lead-time such orders require. As a result, there is a need to maintain some level of a reserve of these items to guarantee ready accessibility.

4. These two problems - managing a surplus of reusable assets and supplying new missions on a timely basis - are clearly related. The designation or establishment of a storage facility for holding temporary surpluses, plus the creation of a standard supply of essential equipment and supplies required in the initial phase of mission implementation (or "mission start-up kits"), are

worth considering as solutions to these problems. This would not, however, involve maintaining a warehouse full of items capable of meeting any emergency. The main intention of the Organization will remain to avoid becoming engaged in the continuous management of a large volume of surplus or reserve assets. The policy objective of the Secretariat is to utilize (or otherwise dispose of) stored surplus assets as rapidly as possible, to minimize management problems. The end goal of operating a storage facility, therefore, would be to reduce the inventory to only that which is necessary to maintain the capacity to initiate small new missions without delay.

5. A very small United Nations storage facility and supply depot was first established in Italy to receive assets available upon the closure of the United Nations Emergency Force (UNEF I) in 1956. That facility, located first near Naples and later moved to Pisa, remains in operation to date, but at 3,200 square metres, it is far too small to receive the quantities of usable surplus equipment available upon the closure of recent missions. In the light of the magnitude of current operations, it became clear that the Organization required a more substantial facility with the necessary infrastructure to support secure storage and a ready response capability, as contained in the idea of mission start-up kits. At the same time, the need for a rear logistics support facility for the then United Nations Protection Force (UNPROFOR) away from the conflict area was being urgently considered, with the Pisa depot clearly ruled out as an option. These issues precipitated further development of the storage/supply depot idea into a full-fledged peace-keeping logistics base concept, and the eventual selection of a site in Brindisi, Italy for its establishment, just in time to receive UNOSOM and some United Nations Operation in Mozambique (ONUMOZ) assets. Since October 1994, that facility has received 14 shiploads from closing missions and redistributed 6 shiploads to meet requirements of the missions in Haiti and Angola.

6. The Secretariat has devoted considerable energy during the past year to the development of these and numerous other proposals for improving the capacity of the United Nations to respond in a timely manner to new peace-keeping initiatives. Improving the overall preparedness of the Organization to implement new missions will require innovative approaches to ensuring the availability of necessary human, material and financial resources and each of these was addressed in the report of the Secretary-General (A/48/945) presented on 25 May 1994. As a parameter for preparedness, it was suggested that "the Organization should be ready to field small missions within 48 hours of legislative authorization; start-up times to achieve operational self-sufficiency in general should be no more than 10 days to a week for a small mission (e.g. up to 500 personnel), two to three months for a medium-sized mission (e.g. up to 5,000 personnel) and four to five months for a large mission (e.g. above 5,000 personnel)." The proposals described in greater detail below are among those considered necessary to develop a credible international capacity to meet these objectives.

II. BACKGROUND

7. The creation of a revolving reserve stock of basic equipment to support United Nations peace-keeping operations has long been recognized as a prerequisite to an effective response capacity. The specifics of such a reserve, however, have been the topic of substantial discussion over the past few years. 1/ While the need for a reserve remains generally agreed, proposals for its composition, utilization, replenishment and costing continue to be debated.

8. Recent experience with field operations has tended to confirm the trend towards short duration missions - from several months to two or three years. As a result, substantial amounts of reusable and temporarily surplus equipment and supplies have now become available to the Organization. At present, this surplus is estimated to be worth over $100 million.

9. The Secretariat has most recently proposed, in a report of the Secretary-General (A/48/945) and during subsequent discussions with the Advisory Committee on Administrative and Budgetary Questions (ACABQ), an update of the reserve stock concept based on the wealth of recent peace-keeping experience. The new approach under consideration, for "mission start-up kits" to be held in reserve, provides a coherent, easily managed modular system entailing minimal initial or recurrent costs. As proposed, the mission start-up kit system addresses prior concerns regarding the establishment and replenishment of the stock, the related costs and the framework for its utilization. It varies significantly from earlier proposals for large, comprehensive stockpiles in that it is proposed to be limited to items that are critical for small mission start-up activities. Regular procurement procedures, or more extensively equipped military units, would normally supply the balance of the requirement.

10. Concurrent with the discussion of a reserve, questions of the capacity of the Organization to store the proposed stock have been a concern. The existing Supply Depot in Pisa, Italy, is clearly insufficient to accommodate any sizeable reserve; thus, it was proposed at one stage to utilize longer-established missions such as the United Nations Interim Force in Lebanon (UNIFIL) and the United Nations Peace-keeping Force in Cyprus (UNFICYP) to store parts of the reserve. In fact, parts of the UNTAC surplus were handled in this manner. This experience showed that, although this technique could have served the purpose as a stop-gap, it would have overwhelmed the mission staff and distracted them from their primary duties. In addition, since no field mission has all the required storage capacity, a variety of separate sites would have to be used, and the separation of components of the reserve would have complicated its management. Finally, there remains the basic question of prudence in storing valuable assets in conflict zones.

11. Further consideration of suitable facilities, in conjunction with the development of the mission start-up kit approach, has resulted in the provision by the Italian Government, free of charge, of a facility in Brindisi, Italy, which will serve as a cost-effective central location for maintaining the start-up kit reserves as well as supervising the overall management of the Organization's surplus physical peace-keeping assets.

III. MISSION START-UP KITS

12. The concept of "start-up kits" is a logical evolution of the proposal for a revolving reserve stock, with emphasis placed on maintaining readiness to respond to the very first requirements of a new, or substantially expanding, peace-keeping operation in a rapid and cost-effective manner. Experience has shown that the ability to deploy a mission depends upon the provision of basic support such as vehicles and communications equipment, the procurement of which is subject to substantial lead-times (or significantly higher costs). These basic needs are the same regardless of the destination or type of operation. Thus it was perceived that the maintenance of a preconfigured supply or "kit", including all of the immediate needs to initiate an operation, ready for assembly and shipment, would enable the Organization to deploy new missions with an absolute minimum of delay, while avoiding the costs and disadvantages of managing a large general stockpile. The start-up kit would be sufficient to sustain a mission of no more than 100 persons for up to 3 months, until the normal support and supply systems, enhanced by extensive use of contingency contracting strategies, are in place. This support system can be further enhanced by developing, as time and resources permit, a series of support item templates appropriate to recurring types of mandates and mission configurations, to be used as a planning, budgeting and procurement aid for the items required after the start-up phase of a field mission.

13. Based on the experience of mid-1993, when five missions needed to be equipped within a three-month period, it is the intention of the Secretariat to maintain 5 start-up kits for 100-person missions in reserve, preconfigured and stocked in ways to facilitate immediate packing and shipment when the need arises. Five kits will also meet the planning target identified above. In most instances, one kit should be sufficient to start a new mission; however, should a larger presence be urgently required, as many kits as available could be utilized to provide the appropriate level of support (see annex I). By maintaining a generic start-up kit configuration, the maximum standardization and resultant cost-effectiveness is possible. Annex II to the present report contains a list of the components proposed for inclusion in a mission start-up kit.

14. While the value of a single mission start-up kit has been estimated at approximately $3.4 million based on current values listed in the Standard Cost Manual, the closure of UNTAC afforded the opportunity to redeploy existing assets 2/ to assemble a substantial portion of the equipment requirements for the planned start-up kits. It is anticipated that the remaining components of the start-up kit reserves will be available from the surplus assets of UNOSOM or from other missions that have recently closed or scaled down. 3/ This is quite significant, in that the bulk of the reserve stock of mission start-up kits will have been compiled at little additional cost to the Organization.

15. The actual cost of assembling these start-up kits will be known only once the precise composition and condition of the available surplus assets is determined. Work is under way at present to open, inspect and inventory the containers holding surplus equipment and supplies sent to the United Nations Logistics Base in Brindisi from Somalia and Mozambique. Quite precise information is available with respect to item descriptions and quantities, but

the containers must be opened to confirm quantities (because of possible losses during shipping) and to assess condition for repair or disposal action. After the extent of useable surplus stock is known, the required components will be set aside to form the start-up kits described above. Should additional resources be required to procure any items for the kits not available through surplus, the Secretariat would finance this procurement from the budgets for current and new missions.

16. Once the stock of start-up kits has been established, it will be maintained by replenishment from the budgets of those missions that have received the kits. The start-up kit system thus provides for the rapid deployment of a new mission by ensuring that needed equipment is immediately available while deferring the financial impact. Replacement costs for the items provided to a mission in the start-up kit will be included in that mission's budget estimates; once the budget has been approved, those funds will be utilized to procure equipment and supplies to assemble a replacement start-up kit for the reserve (subject to a maximum of five kits in reserve). Should sufficient equipment be available through transfer from other liquidating missions, however, the new procurement would not be necessary and the Organization would avoid the cost, which would be recognized in the new mission's budget.

17. It should be noted that the policy of transferring assets from closing peace-keeping operations to other missions and/or the start-up kit reserve as a first priority has been developed as an efficient and cost-effective method of maintaining operational readiness. The demobilization (formerly "liquidation") guidelines that are being promulgated include detailed provisions to ensure that the Organization's assets are fully utilized throughout their serviceable life.

IV. UNITED NATIONS LOGISTICS BASE, BRINDISI

18. During late 1993, under growing pressure to supplement the storage and logistical support capacity of the United Nations Supply Depot in Pisa, a number of Governments were approached informally to determine whether another facility could be made available. The proposed requirements for such a facility as solicited are attached as annex III. This démarche resulted in a generous offer by the Government of Italy of premises located in a military installation at Brindisi, which provides considerable warehousing and open storage space in fully secured premises, facilities for the repair and reconditioning of vehicles and equipment, office space, an airfield capable of accommodating large cargo aircraft and proximity to rail and port facilities.

19. The strategic location of Brindisi relative to United Nations peace-keeping operations in the former Yugoslavia, the Middle East and Africa makes it an extremely useful facility from which to support existing United Nations missions. The infrastructure and capacity of the base will permit the Organization to assemble, store and transship large quantities of mission-related equipment and supplies, including the complete reserve stock of mission start-up kits, supported by workshops to recondition equipment brought from closing missions. The ready accessibility of various transport options will further increase the Organization's ability to respond immediately to new crises as they arise.

20. Following negotiations with the Government of Italy, a memorandum of understanding outlining the principles governing the establishment of this United Nations facility at Brindisi, as well as an implementation agreement detailing arrangements for its functioning, were signed by the Secretary-General in Rome on 23 November 1994. Pending ratification, an interim arrangement with the Government of Italy had allowed for an initial shipment of containers into Brindisi for storage in June 1994, with the first staff arriving to establish operations in October 1994. Since the signing of the formal agreements, the first phase of establishment of the logistics base has made available approximately 24,226 square metres of office, warehousing and workshop space, along with considerable open storage space for vehicles, containers and other large equipment. Expenses related to this facility are limited to utilities, alterations to premises to suit United Nations purposes, a modest maintenance charge by the Government of Italy, maintenance of premises used exclusively by the United Nations, costs of handling, refurbishing and shipping United Nations assets and the staff to manage the operation. When fully developed, the facility will cover over 400,000 square metres, nearly half of this consisting of open storage space, and comprising some 45 buildings with approximately 37,000 square metres of covered storage space and workshops and 3,500 square metres of office space.

21. In the meantime, residual use of the United Nations Supply Depot in Pisa for peace-keeping activities will cease as of 31 December 1995, after which its regular budget resources will be reallocated as part of the overall requirements for Brindisi.

22. The United Nations Logistics Base will serve three principal functions: (a) to receive, inspect, repair as necessary and store surplus assets from closing or downsizing peace-keeping operations; (b) to maintain a reserve of equipment and supplies (drawn initially from available surplus assets) in the form of mission start-up kits; and (c) to serve as a "rear logistics" base for the United Nations Peace Forces (UNPF) in the former Yugoslavia. In so far as the base is currently fulfilling essential rear logistics functions for UNPF in the former Yugoslavia, and in consideration of the uncertain status of other UNPF support bases in Croatia, the United Nations Logistics Base is currently functioning to a considerable extent as a component of UNPF. General operating costs for the base are therefore at present being charged against the UNPF budget. The most significant of these functions, in terms of both activity and value, will be the management of surplus assets received, from initial inspection, repairs, maintenance and storage until required by another mission (or to form a start-up kit). A diagram depicting this cycle of the Logistics Base operation is attached as annex IV. The assembly of mission start-up kits as described above, using available surplus assets, will require substantial initial activity, after which only basic maintenance in storage will be sufficient, to ensure readiness for packing in containers or on pallets for shipment to new or expanding missions when needed. Support for UNPF will entail primarily third-line maintenance and repair, for which that mission lacks a similar facility in a stable and secure environment.

23. In respect of these three interrelated functions, the United Nations Logistics Base will be performing a central coordinating activity for the assets of peace-keeping operations in general. Not only will this improve the

responsiveness of the Organization to new peace-keeping challenges, but it will also be conducive to greater efficiency in asset management and resource allocation to peace-keeping operations overall. Centralizing the receipt, inspection, inventory and issue of surplus equipment and supplies to and from missions will promote maximum control and the most efficient use of the Organization's assets.

24. Although each mission will remain responsible for its own detailed inventory of assets, the United Nations Logistics Base will provide a broad oversight and control function. The individual mission inventories will be electronically linked (initially through regular file back-ups by diskette) to the Logistics Base master inventory, which will reflect the quantity, location and condition of all equipment and supplies, according to increasingly standardized and robust specifications, along with the availability of any surplus for further reissue. This detailed global overview of the Organization's field mission assets will make it possible to plan the deployment/redeployment of assets to meet projected and immediate operational requirements in the most efficient manner. As such, it will be possible to match existing surpluses with shortfalls in other areas without the need to centralize physically all of the assets involved, saving both time and money.

25. In the case of demobilizing missions, assets that are not immediately required by other missions will be sent to the United Nations Logistics Base for inspection, reconditioning as necessary and storage for future use. Upon receipt at the Base, they will be officially transferred from the inventory of the sending mission to the inventory of the Base, to be used either in mission start-up kits or as general stock for reissue to support current mission demands. In this manner, the inventory records function as a tool to coordinate accountability for the Organization's assets and provide a clear audit trail. Inventory responsibility follows the physical movement of property as it is redeployed, including periods of storage for future use. That inventory responsibility will accordingly shift to the mission receiving the assets in due course. Thus, the inventory for start-up kit equipment that is deployed to a new mission is transferred to that mission, and the replacement equipment will be added to the inventory of the United Nations Logistics Base and eventually transferred to a new mission.

26. Depending on the status of active peace-keeping operations at any given time, the activities of the United Nations Logistics Base will require some flexibility and adaptability to changing requirements. At times when one or more missions are starting or demobilizing, the size of the Base staff and budget may have to expand to meet the increased demands for services such as arranging transport, loading/offloading cargo, receipt and inspections, warehousing procedures and maintenance and repair work. Contractors will be engaged to provide such services for the period required, and their productivity will be monitored by the core of international staff. At other times, only a very basic infrastructure and maintenance operation will be required to fulfil the storage and supply operations. It should, however, be noted that the presence of the maintenance and repair facility at the Base will also be used for reconditioning or repair of equipment from ongoing missions whenever feasible and cost-effective. Other functions planned for the facility include transfer of the UNIFIL satellite Earth stations now providing communications to

field missions covered by the Indian Ocean satellite (i.e., from an unstable to a stable environment), and the provision of office and storage facilities for mission start-up or demobilization teams as required. In the event that staff cannot remain in either the mission area or a nearby country because of security conditions or excessive costs, the availability of space and ready access to the demobilized mission's transferred assets and archives would make the Base a natural location to close out with a minimum of delay or additional cost.

27. At present, the storage capacity of the United Nations Logistics Base in Brindisi is being fully utilized for equipment withdrawn from UNOSOM, and to a lesser extent from ONUMOZ. In fact, the volume of equipment entailed in the withdrawal from UNOSOM required supplemental outdoor storage space for containers, which the Italian Government generously made available free of charge at the vacant San Pancrazio airstrip near the Brindisi facility. (This "overflow" storage space will remain available to the United Nations for as long as it is required, until space is available at the Base to accommodate the additional containers.) The receiving/inspection and inventory control functions of the Base are particularly relevant in the case of UNOSOM, where the security conditions required the swiftest possible movement of assets out of the country. As in Cambodia, detailed inspection and inventory of departing assets was hindered by the need to protect those assets by removing them quickly. Thus, this review is being conducted in Brindisi, using a master inventory updated with reference to the UNOSOM records. A proper asset control programme would require this step in any event, to account for shipping losses and to transfer accountability to the United Nations Logistics Base.

28. The magnitude of the assets involved with the demobilization of UNOSOM and the subsequent difficulties in securing sufficient storage space has led to consideration of the need for a related surplus assets management policy. Although the recent trends in peace-keeping have involved a high turnover or increasing occurrence of new missions, it is not obvious that these trends will continue in the future. Thus, as some of the large missions close, the Organization may be placed in the situation where it must arrange for storage and maintenance of a far larger quantity of assets than may reasonably be required to support ongoing or future missions. To avoid this scenario, it may be necessary to establish standards for the maximum levels of stocks to be retained. In this regard, it may also prove beneficial to delineate standards for the quality of assets to be retained for future use, so as to enable local disposal of substandard equipment and preclude shipment to the United Nations Logistics Base. These policies would need to be fairly flexible, however, to allow for repair of items that may be in poor condition but in short supply, while allowing for disposal of other items that may be of marginally better quality but in much greater supply. These considerations are under review, and recommendations will be made in due course.

29. At the present stage, it is estimated that a small number of international staff supported by mostly local staff are needed to meet the immediate requirements for managing the overall operation in Brindisi, to carry out mission-specific activities related to UNPF as well as the opening, inspection and inventory of UNOSOM II and ONUMOZ equipment. The requirements for undertaking the immediate task during the 6-month period ending 31 December 1995 are projected at $6.6 million. This projection covers renovations to premises,

workshop equipment and spare parts, other equipment and supplies, in addition to the staffing requirements.

30. Pending further review of the staffing and operating resource requirements to perform its primary functions (see paras. 22 (a) and (b) above) as well as other functions envisaged (see paras. 22 (c) and 27 above), it is intended to continue for the remainder of 1995 the ad hoc financing of Brindisi from within the existing budgets of UNPF as well as other missions. Expenditures on Brindisi charged against the respective mission budgets will be explicitly identified in the Secretary-General's performance reports to the General Assembly.

31. The Secretary-General will submit a report to the General Assembly at its fiftieth session on the budget and long-term financing arrangements for Brindisi for 1996. These proposals will take into account the prospective cessation of the use for peace-keeping operations of the United Nations Supply Depot at Pisa as of 31 December 1995 and the consequent reallocation of its regular budget resources as part of the overall requirements for Brindisi.

V. ACTION TO BE TAKEN BY THE GENERAL ASSEMBLY AT ITS FORTY-NINTH SESSION

32. Accordingly, the General Assembly is requested, at this time, to confirm its acceptance of the generous offer of the Government of Italy of the premises in Brindisi; approve the establishment of the United Nations Logistics Base in Brindisi; take note of the mission start-up kit concept (paras. 12-17); and take note of the ad hoc financing arrangements for 1995 (paras. 29 and 30).

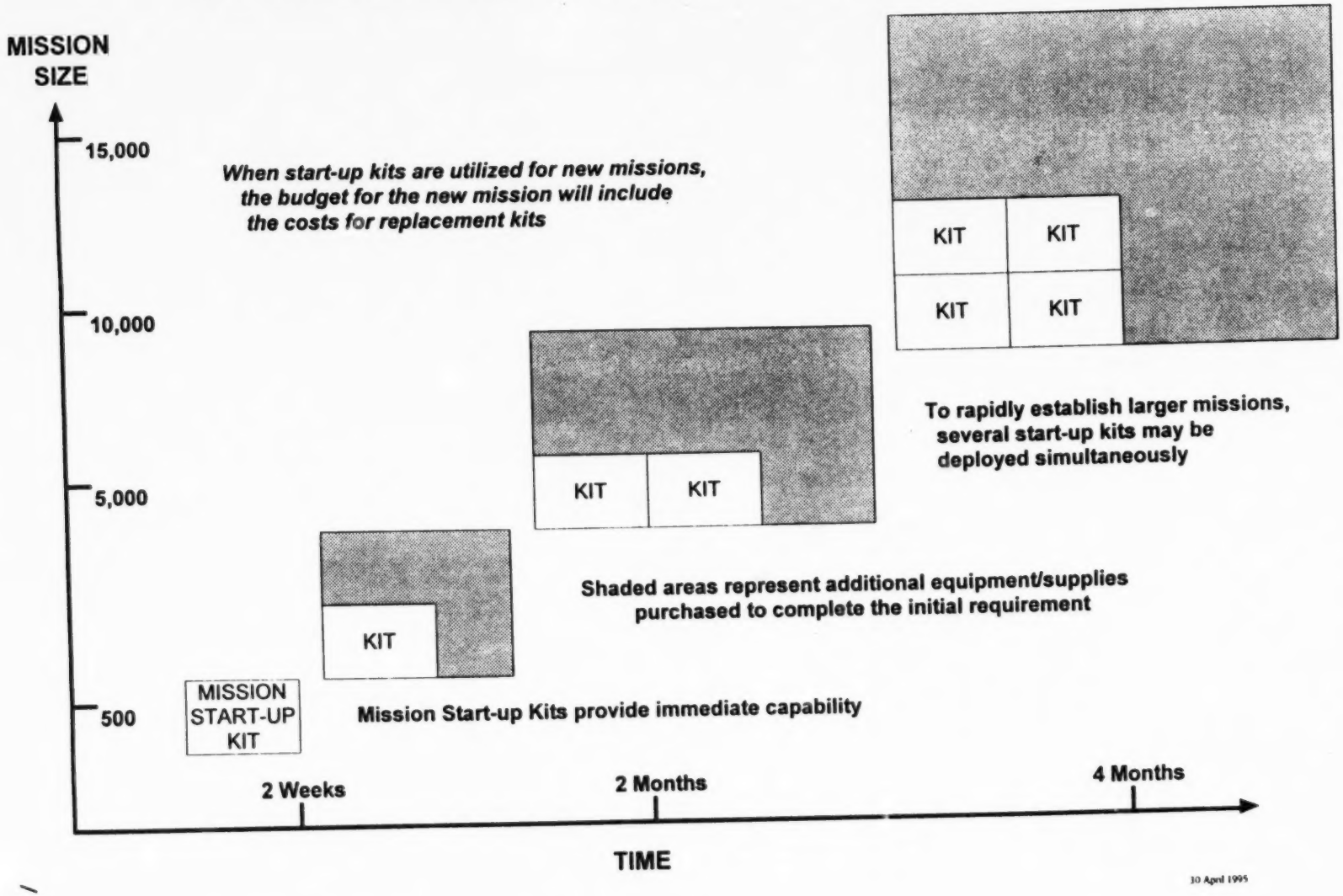
Notes

1/ See A/45/493/Add.1, A/45/801, A/47/990 and General Assembly resolution 48/42.

2/ General Assembly resolution 47/209 B.

3/ The United Nations Observer Mission in El Salvador (ONUSAL) surplus was transferred directly to the operations in Guatemala and Haiti and most of the ONUMOZ surplus to Angola.

MODULAR MISSION START-UP KIT CONCEPT



Annex II

MISSION START-UP KITS

1. The start-up kit concept is modular in format. The intention is to assemble a number of kits, all of the same size, each sufficient to equip and maintain one 100-person mission, assumed to consist of 80 military observers and 20 United Nations civilian staff, for a period of up to 3 months. The United Nations Logistics Base would assemble as many as possible of these kits from existing holdings and liquidating missions' returned stocks, with the aim of minimizing any requirements for additional procurement.

2. The intention is that, whenever a new mission is initiated, as many 100-person start-up kits as are required to cater for the initial mission strength would be deployed immediately to the operational location. Subsequently, the new mission's budget would be used to procure the items required to assemble replacement start-up kits.

3. Each start-up kit would:

(a) Include 100 per cent of essential, non-perishable long lead-time items;

(b) Include 10 per cent of essential, non-perishable short lead-time items (to guarantee at least a minimum immediate capability);

(c) Be capable of deployment anywhere in the world (except for arctic/antarctic regions);

(d) Include no non-essential equipment.

For the purpose of this exercise, "non-perishable" is defined as meaning non-perishable under normal storage conditions, "short lead-time" is defined as meaning normally available off-the-shelf, and "long lead-time" is defined as meaning normally subject to special order.

4. Attached is the list of contents for a 100-person camp start-up kit. The overall value of one 100-person start-up kit as listed would be approximately $3.4 million.

Mission Start-up Kit
20 Staff & 80 Military Observers
3 Month Period

Category		Total Cost (US$)
ACCOMMODATION		
4-PERSON ACCOMMODATION/OFFICE CONTAINERS (33), ABLUTIONS CONTAINERS (2), KITCHEN CONTAINER (1), REFRIGERATION CONTAINER (1), WAREHOUSE (1 - 10M X 24M), 20' STORAGE/WORKSHOP CONTAINERS (5), SEWAGE TANKS	**Sub-total**	**315,350.00**
VEHICLES		
4X4 VEHICLES (35), SEDANS (2), MEDIUM CARGO TRUCKS (3), 10T CAPACITY FORKLIFT (1), FRONT-END LOADER WITH BACKHOE (1), TRAILERS (3 - 3000L WATER/DIESEL, 10 - 4X4 GENERAL)	**Sub-total**	**1,156,000.00**
CONSTRUCTION MATERIALS		
CONCERTINA/BARBED WIRE, IRON PICKETS, MISCELLANEOUS	**Sub-total**	**12,176.00**
MATERIALS FOR PROTECTIVE SHELTERS		
20' SEA CONTAINERS (2), LUMBER, CORRUGATED IRON SHEETS, NAILS, SANDBAGS, MISC.	**Sub-total**	**6,350.00**
MISCELLANEOUS TOOLS	**Sub-total**	**7,220.00**
ELECTRIC EQUIPMENT		
GENERATORS (2 - 160 KVA, 6 - MOBILE 5 KVA), CABLES, MISCELLANEOUS ELECTRICAL EQUIP.	**Sub-total**	**155,060.00**
MISCELLANEOUS SANITATION AND FIREFIGHTING MATERIALS	**Sub-total**	**19,218.00**
MISCELLANEOUS ACCOMMODATION EQUIPMENT	**Sub-total**	**23,000.00**

Mission Start-up Kit
20 Staff & 80 Military Observers
3 Month Period

Category		Total Cost (US$)
CATERING EQUIPMENT		
PORTABLE FIELD KITCHEN UNIT (1), WATER PURIFICATION UNIT (1 - UVA PROCESS), 50 PERSON KITCHEN EQUIPMENT PACK-UP, MISCELLANEOUS CATERING EQUIPMENT	**Sub-total**	**58,800.00**
MISCELLANEOUS P.O.L. EQUIPMENT	**Sub-total**	**1,100.00**
OBSERVATION KIT		
BINOCULARS (40 - HANDHELD 7X50, 6 - NIGHT VISION), HANDHELD SEARCHLIGHT (20), FLASHLIGHT (80), POLAROID CAMERA (4), BATTERIES	**Sub-total**	**52,120.00**
ID EQUIPMENT AND UN VEHICLE/CLOTHING ACCOUTREMENTS		
IDENTIFICATION SYSTEM, FLAGS, DECALS, CLOTHING IDENTIFICATION SET	**Sub-total**	**15,730.00**
MISCELLANEOUS ITEMS		
HELMETS (100 - STEEL OR KEVLAR, 100 - FRAGMENTATION JACKETS, 15 - 10 MAN TENTS, ETC.)	**Sub-total**	**66,300.00**
STATIONERY KIT	**Sub-total**	**1,877.00**
OFFICE KIT		
PHOTOCOPIERS (2 - LOW VOLUME), MEDIUM SHREDDER (1), MISCELLANEOUS OFFICE ITEMS	**Sub-total**	**14,800.00**
FIELD RATIONS AND BOTTLED WATER	**Sub-total**	**12,775.00**
FUEL TANK/BLADDERS		
FUEL BLADDERS (5 - 1000 GAL, 1 - 7500 GAL), FUEL PUMP SYSTEM, GROUND CLOTH, SUN SHIELD COVER	**Sub-total**	**70,350.00**

Mission Start-up Kit
20 Staff & 80 Military Observers
3 Month Period

Category	Total Cost (US$)
WATER TANK/BLADDERS	
WATER BLADDERS (10 - 1000 GAL, 2 - 7500 GAL), WATER PUMP SYSTEM, GROUND CLOTH, SHIELD COVER	
Sub-total	**140,700.00**
COMMUNICATIONS EQUIPMENT	
RAPID DEPLOYMENT TELECOMMUNICATION SYSTEM (1), INMARSAT C (3), INMARSAT M (3), TELEPHONE EXCHANGE (2 SMALL), TELEPHONE INSTRUMENTS (40), UPS (4 - 5 KVA, 2 - 2KVA), PORTABLE ANTENNA TOWERS (15), SOLAR POWER SYSTEM (10), 8-CHANNEL MICROWAVE LINK (2), HF MOBILE RADIO SET (5), HF BASE STATIONS (3), AIR-TO-GROUND HANDHELD RADIOS (2), AIR-TO-GROUND BASE STATION (1), GLOBAL POSITIONING SYSTEM (3), PORTABLE COMPUTERS AND PRINTERS (3), FAX MACHINE (1), CRYPTOFAX (1), SECURE VOICE (1), VHF BASE STATIONS (10), VHF/UHF HANDIE TALKIES (100), VHF MOBILE SETS (8), VHF REPEATERS (3), MISC. WORKSHOP EQUIP.	
Sub-total	**821,990.00**
MEDICAL	
MEDICAL TREATMENT CONTAINER WITH TRUCK (1 - WITH EQUIPMENT), FIRST AID KITS (20), VEHICLE FIRST AID KITS (50), MEDICAL CONSUMABLES	
Sub-total	**169,900.00**
EDP	
TYPEWRITER (1), DESKTOP COMPUTERS WITH MONITORS AND PRINTERS (30), NETWORK SERVER (1), UPS WITH AUTO SHUTDOWN (2 - APC 2000, 60 - APC 400), MISCELLANEOUS SOFTWARE AND EQUIP.	
Sub-total	**251,077.00**
GRAND TOTAL:	**3,371,893**

Annex III

UNITED NATIONS REGIONAL SUPPORT BASE REQUIREMENTS

Objective. United Nations-controlled logistics base (or United Nations-controlled portion of Government facility).

Airfield. An instrument flight rules-capable (minimum ICAO Category II), all weather airfield capable of accepting AN-124, C5A, IL-76TD, C141 and C130 and the larger wide-bodied domestic passenger aircraft types is required. Should include fuel storage facilities, maintenance hangar space, aircraft parking apron space, fire-fighting facilities, ramping and aircraft material handling equipment, navigation and air traffic control systems and be capable of supporting day and night operations.

Port. A deep-water port capable of supporting self-discharging and roll-on/roll-off vessels. Onshore support facilities should include secure warehouse space, heavy materials handling equipment, container handling equipment and vehicle/equipment hard-standing.

Road/rail freight terminal with hard-standing, lighting for night operations, secure storage under cover, loading/unloading and vehicle/freight hard-standing areas.

Warehousing and hard-standing to support:

- clothing and general store;
- hazardous cargo, including ammunition and explosives;
- medical stores;
- storage for perishable and non-perishable rations;
- high-value/attractive item security;
- vehicles and spare parts;
- environmentally controlled storage;
- generators, communications stores and maintenance spare parts;
- prefabricated buildings;
- warehousing and receipt and inspection activities.

Sufficient office space.

Vehicle and generator/communications equipment maintenance workshops.

On-base housing for at least 50 permanent staff and transit accommodation for up to 1,000 or more personnel and possible regional use as a troop rest and recreation or training facility.

The facility should be located in a politically stable region in a dry climatic zone to minimize the deleterious effects on exposed equipment.

The facility should have its own engineering services, treated water supply, waste-water treatment plant, power supply and perimeter security system.

The facility should be within easy road access of the existing United Nations facility at Pisa.

The facility should have sufficient vacant space for future expansion.

The facility must be available for transfer, intact, to United Nations control.

Annex IV

UNITED NATIONS LOGISTICS BASE - BRINDISI

OPERATIONS CIRCLE